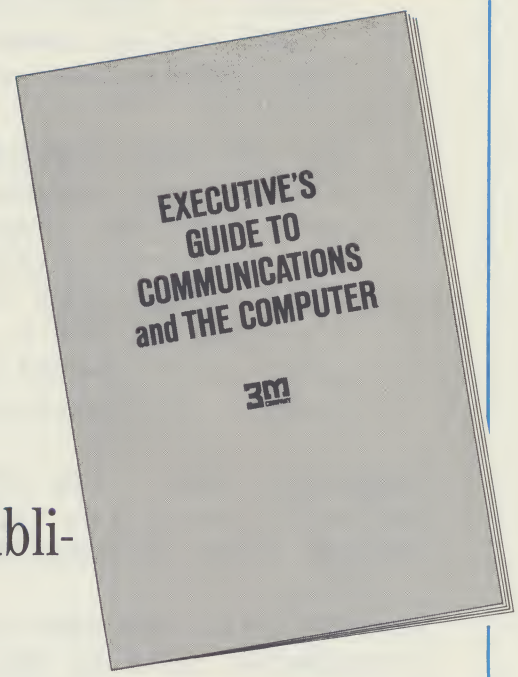
Duplicating Products Division 3M COMPANY
3M Center, St. Paul, Minnesota 55101

If you are concerned with the significant and rapidly growing area of computer-ized communications, you'll want your own copy of this publi-cation from 3M. It's FREE.



Dear Sir:

Maybe you took the enclosed Executive Decision-Making Quiz before reading this letter. If not, I have an idea you'll find it rather challenging, and interesting to compare your own replies with our panel's answers.

The answers to problems concerning management's responsibilities can often be sharpened simply by posing the relevant questions in specific terms. What questions should you be asking yourself about the effectiveness of your office copying operations? Try these:

1. Are you getting quality copying for your company's money - or do you have to put up with fuzzy images and limited applicability? Once you have a 3M "209" Copier working for you in your office, the question of quality never even comes up. After a while you come to take clear, sharp copies for granted.

2. Is your copying operation economical, with a mini-mum of waste? With a "209", there's practically no waste

at all. Not only is each copy low in cost, but every one is eminently usable.

3. Is your machine reliable? Is it always available for copying when you need it, or are your company's dollars paying for a lot of down-time, and the resultant hidden costs of interrupted work and idle personnel? The 3M "209" has an unmatched record for dependable, day-after-day, year-after-year operation.

4. Is your copying machine versatile enough for your needs? Or have you become used to the idea that there are certain jobs that are simply outside its capability - and therefore not to be expected of a copier? If you have, your thinking will change with a "209", because there's virtually nothing on paper it can't copy - from a page in a bound book or magazine to a typewritten letter - regardless of color, paper weight, or whatever!

These are only a few of the key questions, of course, but I hope they will start you thinking about others, such as simplicity of design, ease of operation and so on.

The enclosed brochure spells out the superiority of the 3M "209" in somewhat greater detail. If you want help in relating that information to your own copying needs, one of our representatives will be happy to oblige. Our men are among the most highly regarded in the industry, and are capable of a complete analysis of your copying requirements. You can be sure that, after taking all relevant factors into consideration, they will make a recommendation consistent with those requirements.

3M, as the manufacturer of the world's largest line of graphic communications equipment, has a lot of know-how in the field. It will be our pleasure to share it with you.

I'm sure you'll find 3M's just-published Executive's Guide to Communications and the Computer a most valuable resource. It's been created exclusively for 3M, and is not available elsewhere. It's yours for the asking - just mail the enclosed card.

Cordially,

C. A. Kuhrmeyer

C. A. Kuhrmeyer
Vice - President
Duplicating Products Division

3M COMPANY
INVITES YOU TO TAKE THE

Executive Decision-Making Quiz

And compare your answers
with those of a group of
top-echelon executives in the
business leadership community

THE EXECUTIVE DECISION-MAKING QUIZ

Here are ten questions, each followed by three possible answers. After each question, circle the letter corresponding to the answer you feel is correct. Then compare your ten answers with those of the executives who have cooperated with us in this little exercise.

What does it prove if your answers disagree (or agree) with those of our panel? Not a great deal. Obviously, there are no "right" or "wrong" answers in the generally accepted sense. You may feel, for example, that some of the answers to a particular question are not mutually exclusive—and you may be right. No time limit, no prizes. Just the satisfaction of responding to a challenge!

1. In considering investment in new plants and equipment, the most important first step for management to undertake is:

a A study of competing products and competing industries, as well as a review of existing facilities to determine possible alternatives to investment in new capital goods.

b An evaluation of the economic climate in the country and an informed prediction about the future economic climate.

c A financial analysis, since this is primarily a capital budgeting problem, and requires specific expertise in the area of timing of the various cost and revenue elements.

2. Management can best train and continue to develop executives by:

a Rotating them in different jobs to instill a broader view of responsibilities, while making sure each executive's work includes preparation to fill his supervisor's job.

b Formal intra-company training programs, including courses; committees that bring together men from various company departments; periodic planned conferences on specific subjects, etc.

c Calling on outside resources: industry, associations, universities, professional societies, etc.

3. The guiding consideration for management in dealing with the problem of delegating authority together with responsibility should be:

a The need to define the limits of the authority delegated.

b The network of company operating rules that provide the framework for delegating authority and responsibility.

c The additional burdens that will devolve on the superior executive—his new responsibility for the actions and decisions of the subordinate to whom he has delegated the responsibility.

4. A top-level management executive can best utilize his skill, time and energies by:

a Deciding in advance the *kinds* of situations he will not become involved in as a maker of decisions.

b Encouraging a methodology of work in which subordinate executives evaluate problems independently, and then present both the problems and their recommendations to him.

c Developing, both informally and through company-established lines of communication, sources of information about the key decisions currently under consideration in the company.

5. With the "trading up" psychology that permeates the American consumer economy, management has most valid reasons for concluding that:

a The importance of low price in the syndrome of product attributes (quality, service, reliability, etc.) must now be downgraded.

b Despite an increasing preoccupation with quality and style, any relegation of price to a category of lower importance will result in the loss of a significant portion of the market.

c There can be no overall policy in this matter, since too many factors (e.g., the diversity of the company's product mix, the present share of market, the fluidity of particular market segments, etc.) must first be established.

6. As business mergers go on apace and conglomerate companies become more and more dominant on the business scene, problems of "the corporate image" take on new dimensions. Management, in considering its advertising expenditures, should:

a Keep its eye on the *product* advertising budget, lest it suffer from diversion of funds to institutional advertising campaigns.

b Concentrate more of its advertising budget, both product and institutional, in a limited number of trade publications and direct mail.

c Recognize that it has become more important than ever to expand the company's contacts with its publics, and set specific corporate promotional objectives.

7. To attract, build and keep a hard-hitting sales organization in times of heavy competition for capable men, management should:

a Rely more on sophisticated personnel selection techniques, including the use of psychological consultants, etc.

b Develop a sales incentive program that combines an appropriate reward structure with staff awareness that *all* levels of performance are under constant review and verification.

c See to it that there is a continuous sales training program that involves every member of the sales department.

8. Many businessmen feel compelled to take a new look at the crisis in our cities, from the point of view of their companies' growth and future markets for goods. Our country's business management:

a Will find it to its advantage to assume responsibility for integrating the disadvantaged into the country's market economy, and to avoid the bureaucracy, expenses, taxes and control that often accompany government administration.

b Cannot be expected to take over a responsibility that is primarily the government's.

c Should take the initiative in sponsoring new programs within a framework of government-business cooperation.

9. Management's most reliable method of sales forecasting is:

a A consensus of top executives' opinions.

b A consensus of salesmen's opinions.

c Reliance on statistical methods: correlation analysis and trend and cycle projections.

10. With the growth of the consumer education movement, and continuing government efforts to protect the buying public, management would be best advised to:

a Develop its own "consumer-oriented" product research and education, and give it meaning through such methods as grade labeling.

b Mobilize every resource to combat the rising tide as an invasion of the rights of business.

c Encourage a dialogue with consumer organizations and government agencies concerned with consumer protection, so that advertising policies can be developed within the framework of a mutual understanding.

Compare your answers to the enclosed "Executive Decision-Making Quiz" with those of...

The Vice President for Advertising and Sales Promotion of
American Airlines.

The Vice President and Advertising Manager of
Book-of-the-Month Club.

The President of Chester Burger & Company,
Management Consultant and author of *Survival in the Executive Jungle.*

The Director of Marketing,
Continental National Bank & Trust Company of Chicago, Illinois.

The Advertising Manager,
Hertz International, Ltd.

The Chairman of the Board and Chief Executive Officer of
Imperial Casualty & Indemnity Company,
a wholly owned subsidiary of Standard Oil Company (Indiana).

The President of Manpower, Inc.

The Vice President, Public Relations and Advertising Division,
Pacific Finance Company,
subsidiary of Transamerica Corporation.

The Vice President and Promotion Director of
Playboy Enterprises.

The President of Alfred Politz Research.

The Vice President for Corporate Planning of
Scott, Foresman & Company.

The Vice President for Finance of
Montgomery Ward & Company, Inc.

Now check your answers against those of 12 of the nation's finest business minds:

Chester Burger, President of Chester Burger & Company, Management Consultant and author of *Survival in the Executive Jungle*

Harold Drucker, Advertising Manager, Hertz International, Ltd.

Nelson Futch, Vice President and Promotion Director of Playboy Enterprises

Jerry Jordan, Vice President for Advertising and Sales Promotion of American Airlines

Thomas Knowlton, Vice President and Advertising Manager of Book-of-the-Month Club

Edward Miller, President of Alfred Politz Research

John R. Shafer, Vice President for Corporate Planning of Scott, Foresman & Company

Newell Schwinn, Vice President, Public Relations and Advertising Division, Pacific Finance Company, subsidiary of Transamerica Corporation

Lowell B. Taylor, Chairman of the Board and Chief Executive Officer of Imperial Casualty & Indemnity Company, a wholly owned subsidiary of Standard Oil Company (Indiana)

Jack Whittle, Director of Marketing, Continental National Bank & Trust Company of Chicago, Illinois

Elmer L. Winter, President of Manpower, Inc.

Gordon R. Worley, Vice President for Finance of Montgomery Ward & Company, Inc.

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1. Re management's most important first step when investment in new plants and equipment is under consideration...

Messrs. Burger, Drucker, Futch, Jordan, Knowlton, Miller, Schwinn, Taylor, Whittle, Winter and Worley all agree that the first step should be a study of competing products and industries and a review of existing facilities to determine possible alternatives to investment in new capital goods (Answer A). Mr. Shafer, the lone dissenter, feels that financial analysis should come first (Answer C).

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2. Re the best means for the training and development of executives...

Messrs. Futch, Drucker, Jordan, Knowlton, Miller, Shafer, Taylor and Worley believe in rotating executives in different jobs within the corporation and including in the executive's work preparation for filling his supervisor's job (Answer A). This time Messrs. Burger, Schwinn, Whittle and Winter are the dissenters; they favor formal intra-company training programs (Answer B).

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3. Re guiding considerations in regard to the delegation of authority and responsibility...

Messrs. Burger, Futch, Knowlton, Shafer, Schwinn, Whittle and Worley feel that the need to define the limits of the authority delegated should be management's guiding consideration (Answer A). Messrs. Taylor and Winter think the network of company operating rules under which delegation takes place (Answer B) is a more significant consideration. Mr. Drucker, Mr. Miller and Mr. Jordan feel the emphasis belongs with the additional burdens that delegation of responsibility places on the superior executive (Answer C). And if you found this question difficult, you're in good company: so did Messrs. Miller and Shafer.

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4. Re the optimal utilization of the skill, time and energies of top-level executives...

Messrs. Burger, Drucker, Futch, Jordan, Miller, Shafer, Schwinn, Taylor, Whittle, Winter and Worley favor the establishment of a methodology whereby subordinate executives evaluate problems independently and present their recommendations to their superior (Answer B). Mr. Knowlton feels that the answer lies in advance determination by the top-level executive of the kinds of decision-making situations he will not involve himself in (Answer A).

5. Re the significance of the "trading up" psychology that permeates the American consumer economy...

Messrs. Burger, Jordan, Miller, Shafer, Taylor and Whittle feel the variables are such that management can make no over-all policy decisions in response to the nation's "trading up" psychology (Answer C). Messrs. Knowlton and Winter feel that the importance of low price in the syndrome of product attributes should now be downgraded (Answer A). Messrs. Drucker, Futch, Schwinn and Worley take the opposite view; they feel that the relegation of price to a category of lower importance can only result in the loss of a significant portion of the market (Answer B).

6. Re the question of corporate image in relation to advertising expenditures...

Messrs. Drucker, Futch, Jordan, Miller, Shafer, Schwinn, Taylor, Whittle and Winter consider it more important than ever to expand the company's contacts with its public and set specific corporate promotional objectives (Answer C). Messrs. Knowlton and Worley believe it incumbent upon management to keep its eye on the *product* advertising budget, lest it suffer from diversion of funds to institutional advertising (Answer A). Mr. Burger finds the question difficult to answer. "A conglomerate company may need to build an identity in the financial community as a prerequisite to further acquisitions," he says, "and it may also need to build a corporate identity as a shield to cover very broad product lines not all of which can be advertised."

7. Re the problem of attracting, building and keeping a hard-hitting sales organization...

Messrs. Drucker, Futch, Jordan, Knowlton, Miller, Shafer, Schwinn, Taylor, Whittle and Worley all feel the answer lies in the development of a sales incentive program that combines an appropriate reward structure with continuous performance review and verification (Answer B). Messrs. Burger and Winter favor Answer C—a continuing program of sales training for the entire sales force.

8. Re management's response to the crisis in our cities...

Messrs. Drucker, Futch, Jordan, Knowlton, Miller, Schwinn, Taylor, Whittle and Winter think business should sponsor new programs within a framework of government-business cooperation (Answer C). Messrs. Burger, Shafer and Worley feel that business should avoid government control by assuming responsibility for integrating the disadvantaged into the country's market economy (Answer A).

9. Re management's most reliable methods of sales forecasting...

Here we have near unanimous agreement. The entire panel with the exception of Mr. Winter feels that statistical methods should be relied upon (Answer C). Mr. Burger, however, would "supplement statistics with the opinions and judgment of top management." And Mr. Winter feels that those opinions and judgments are even more reliable than statistics (Answer A).

10. Re the growth of the consumer education movement and government involvement in protection of the buying public...

Messrs. Drucker, Jordan, Knowlton, Miller, Shafer, Whittle and Worley believe in the encouragement of a dialogue among business, consumer organizations and the appropriate government agencies, so that advertising policies can be developed within the framework of a mutual understanding (Answer C). Messrs. Burger, Futch, Schwinn, Taylor and Winter feel that management's answer lies in the development of its own consumer-oriented product research and education, implemented by such methods as grade labeling (Answer A). And Mr. Jordan, while he voted with the majority of the panel for Answer C as "the most immediate and pressing action that must be taken," feels that the solution offered in Answer A is equally necessary.

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